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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

DCI/MAG
2C42 Hqs.

EXTENSION

NO.

ER 89-0065

DATE

6 January 1989

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Larry Sandall
ODCI
7E12 Hqs.

Larry: FYI. This is in response to EXDIR's request.

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B-613-15

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Request for Newsletter Volunteers

FROM:

Chairman, DCI/MAG
2C42/HQS

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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[redacted]
January 5, 1989

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MEMORANDUM FOR: [redacted]
Chairman, DCI/MAG

FROM : [redacted]
Member, DCI/MAG

SUBJECT : Request for Names of Volunteers
(Agency Newsletter)

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1. Per your request, I have compiled a list of persons who, in response to our recent survey concerning communications, either volunteered their services or expressed interest in fulltime employment on the proposed CIA newsletter. This information was taken directly from survey responses and is therefore somewhat fragmented.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Agency Newsletter

FROM:

Chairman, DCI/MAG
2C42 Hqs.

EXTENSION

NO.

ER 2857X/2 88

DATE

23 November 1988

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Larry Sandall
Office of DCI
7E12 Hqs.

2. DCI

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

This is not for your action, but merely to alert you the copies attached are going to each of the Deputy Directorates. We hope it will be a future EXCOM Agenda item.

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~~C O N F I D E N T I A L~~

MEMORANDUM FOR: Executive Director

FROM:

DCI Management Advisory Group

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SUBJECT: Agency Newsletter

1. CIA employees, in a vigorous response to the DCI Management Advisory Group's recent all-employee questionnaire, have expressed a strong interest in initiating an Agency-wide newsletter. According to their many comments, such a newsletter should be classified, substantial, and brief, linking employees more closely by dealing with a wide variety of subjects and issues of common Agency concern.

2. DCI/MAG supports the survey's results, but recognizes that the concept requires further study. Not only does the size, content and format of such a newsletter deserve careful consideration, but also the question of resources--requisite staffing, budget, and office space.

3. Office of Personnel's newsletter, "News and Views," already being distributed (around copies) throughout the Agency, seems to have the potential for expanding into an Agency-wide newsletter, located either in the Directorate of Administration or in the Office of the DCI. DCI/MAG has been informed that a capable full-time staff of two could handle the job. Further study and specific recommendations, however, are necessary.

4. We therefore propose that the Executive Committee convene a task force to study the question of an Agency-wide newsletter and arrive at specific recommendations regarding its mandate, staffing, and location, as well as its budget, format, and size.

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~~C O N F I D E N T I A L~~

C O N F I D E N T I A L

SUBJECT: Agency Newsletter

5. Attached is a copy of the survey report to DCI/MAG, which has attached a blank copy of the actual questionnaire (Attachment A), the survey data (Attachment B), a selection of comments received (Attachment C), and a list of employee suggestions for what might be included in a newsletter (Attachment D).



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Attachments

C O N F I D E N T I A L

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20 September 1988

MEMORANDUM FOR: Members, DCI MAG

FROM:

[REDACTED]
DCI History Staff

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SUBJECT: Report on Agency Newsletter

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1. CIA employees, in a vigorous response to DCI/MAG's recent questionnaire, voiced a strong preference for introducing an Agency-wide newsletter.

2. The questionnaire (Attachment A) was distributed in early September to all employees. Of the more than [REDACTED] employees who responded, more than 83% favored such a newsletter. Somewhat fewer (about 73%), but still a strong majority, expressed an interest in a "special edition" for their own Directorates added to a core Agency-wide newsletter. Those polled preferred paper over online publication, by approximately 75% to 23%.

3. The kind of newsletter Agency employees have in mind (according to the large number of comments received) would be classified, substantial, and brief. It would deal with a wide variety of subjects and issues of common Agency concern and link Agency employees more closely. Employees showed a strong interest in the entire organization: many wrote that, although voting in favor of a special edition for their own Directorate, they did not want to miss out on other Directorates' special editions. Others voted against special editions because they did not want to foster further "parochialism."

4. Behind this response seems to lie a real need for better communications--top-down and between the Directorates, as well as between Headquarters and the various outbuildings. Many employees commented that although they are swimming in bulletins and notices, this information often arrives too late to be useful and does not really fill the communications gap. The comments indicate that many managers are not communicating satisfactorily with subordinates, many individual employees have no idea of how they fit into the Agency as a whole, and entire offices feel cast adrift from Headquarters.

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5. It is important to note that not everyone favors an Agency newsletter. Some of those opposed are concerned about possible security breaches. Far more, however, do not want to waste the Agency's money and employees' time. Even among those favoring a

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newsletter, many warned that a publication filled with "fluff," pep talks, and the "party line" would be degrading to the employee as well as a waste of precious resources. Conversely, one of the newsletter's major selling points was the hope that it might consolidate many of the communications now circulating independently, thus cutting down the flood of paper presently inundating employees.

6. There are some interesting differences in responses between the Directorates. Of all the Directorates, DS&T (87%) and DA (87%) were the most enthusiastic about an Agency newsletter, with DO, at 78%, the least enthused. DS&T (77%) and DA (76%) were also the strongest supporters of special Directorate editions, while O/DCI (72%) was the least. DI (38%) had the most interest in an online publication (DA, at 22% was next), while O/DCI (85%) and DS&T (84%) most heavily favored paper publication. (All of the above figures are rounded to the nearest integer).

7. The numerous comments returned with the questionnaires indicated some pervasive Agency and Directorate problems. A newsletter, of course, would not solve these problems. But, if well done, it could make a start at alleviating some of them.

8. I have attached a blank copy of the actual questionnaire (Attachment A). I have also attached the survey data (Attachment B), a selection of comments received (Attachment C), and a list of employee suggestions for what might be included in a newsletter (Attachment D).



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Attachments:

- A. Blank copy of questionnaire
- B. Survey data
- C. Selection of questionnaire comments
- D. List of suggested items for newsletter

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C O N F I D E N T I A L

Executive Registry

88-2857X

MEMORANDUM FOR: Members, DCI/MAG

FROM:

Chairman, DCI/MAG

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SUBJECT: Minutes of DCI/MAG Meeting 27 June 1988

ATTENDEES:

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1. The DCI MAG met in 7 D 32 from 1200 to 1340 on 27 June 1988. The meeting was chaired by [redacted] The next meeting will be at 1200 on 25 July 1988 in 7 D 32. We will have some new members at that meeting. We welcomed New Members [redacted] of the D/S&T and [redacted] of the DDI attended this meeting. I hope that we can be up to strength by the time the DCI gets the Memo asking him to meeting with us. STAT

2. [redacted] provided the attached memo covering in capsule form what she had done since the last meeting on the project of determining if we should have an Agency-wide newsletter, and if so, who should be responsible for putting it out and gathering the appropriate material for it. (Her memo is attached.) We then discussed the issue at some length. STAT

3. The concensus seems to be that there is considerable interest in a newsletter. It should be Agency-wide and it should have both general interest items and more specific items that apply less widely. We agreed that we need to get out a questionnaire to the general employee population and ask them what they want. I believe that the questionnaire should contain this issue and also be a general questionnaire that will solicit other items of interest to the employees. The three items we seem to all agree should be contained in the newsletter are 1) A calendar of events Agency-Wide, 2) DCI Staff Level Notes, and 3) Personnel Issues. Once it is determine that a newsletter has support and what its format should be, then we will need to determine who should be responsible for it and how it would be put together and distributed.

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4. [] who was doing the OP newsletter is now in another job. The new D/Pers might consider doing a newsletter out of his office. His interest could be very helpful to our project and is worth following up to see the level of interest. There are [] copies of News and Views distributed inside and outside OP. [] has also expressed some interest in our Newsletter idea. There is a Communications Working Group that should be interested in this issue, but we are unsure if the Group will continue to exist. One question we need to resolve (aside from who would be responsible for such a newsletter) is should we have P&PD do the final product and distribution and have each Directorate have the capability to add a supplement of internal Directorate information in the distribution to its personnel? EACH PERSON SHOULD MAKE SOME NOTES ABOUT WHAT THEY WOULD LIKE INCLUDED IN A QUESTIONNAIRE FOR THE 25 JULY MEETING. STAT

5. At our next meeting we will have a guest speaker on Executive Development from OTE. We will also have about a 15 minute presentation on Desk Top Publishing and Presentations from [] STAT [] and a 15-30 presentation on Workplace Environment & Health STAT These presentations will be followed by discussion of these topics. Everyone should also come prepared to discuss his or her AWP items. I look forward to seeing all of you next monday.

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17 June 1988

MEMORANDUM FOR: Members, DCI MAG

FROM:
DCI History Staff

SUBJECT: Agency Newsletters

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1. Although few seem aware of it, the Agency appears to have entered the newspaper age. Currently, in addition to O/P's biweekly "News and Views," newsletters are being published by OMS, OGC, EAA, OL, OIR, IMS, SOVA, DI Secretarial, OGI, OIR/GIS, OIA, CRES, and CDB/MPSS. There are most certainly others as well.

2. These newsletters vary greatly in size, sophistication, and distribution. Some are quite modest affairs, written and formatted on a Wang and copied on the office copier. Others, including those from OL (4 - 5 pages weekly), OMS (8 pages quarterly, with an Agency-wide distribution), OGC (6 - 8 pages quarterly, with a distribution of over , and EAA (Agency-wide distribution), are more ambitious in size and scope and rely on P&PD for printing and distribution. Currently, only one newsletter (put out by OIR/Geological Information Systems) is on-line.

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3. Broadly speaking, there appear to be two approaches to staffing these newsletters. Very commonly, one or two persons will do everything, including all the research, writing and editing. Alternatively, one individual (plus a secretary) will coordinate and edit, but will draw from articles researched and written by others.

4. These newsletters appear to be serving one or the other of two major objectives: to publicize programs and services, or to promote better communication and morale. Those seeking publicity or issue clarification aim at reaching a clientele outside the office and, consequently, have the largest distributions. Those interested in improving

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communications and morale tend to restrict their distribution to within a given office, where news, whether of promotions, awards, or family milestones, promotes the image of the "office family." OIR, interestingly, accomplishes both objectives by publishing two newsletters--an external one, publicizing new OIR services and products, and an internal one (more chatty and informal) to inform OIR staff of projects in progress. OIT soon will be doing the same.

5. Those working on newsletters seem to love newsletters, and so it was not particularly surprising to find that many I talked with think there is a great need for an Agency-wide newsletter (or at least Directorate-wide ones, especially for DI). Some, however, were concerned that an Agency-wide newsletter might supplant their own particular newsletters, and this tempered their enthusiasm.

6. Lee Strickland (C/MSD/OIT), who is currently developing both internal and external newsletters for OIT, has doubts about an Agency-wide newsletter. The problem he sees is that any composite-type newsletter, based on items solicited from each Agency office, would by necessity be quite shallow. He did, however, think that a newsletter containing an Agency-wide calendar of events and a focus on the DCI (budgets, Congressional affairs, DCI staff meetings) and the Intelligence Community as well as on personnel issues might be useful.

7. Of possible interest: There is a Design and Presentation office at Headquarters (ground floor) which can set up the basics for a newsletter, including layout, logo and graphics. P&PD can do the rest, including distribution.

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